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## OFFICE OF THE DIRECTOR

Action Memorandum No. A-174

Date \_\_\_\_\_

TO : Deputy Director (Intelligence)

INFO : Inspector General

SUBJECT : Inspector General Survey of the Office of National Estimates  
and the Estimative Process, September 1962

REFERENCE:

1. In consideration of subject survey and the comments by the DD/I and the AD/NE, action on the recommendations of the Inspector General is directed as follows.

1a. The DD/I and AD/NE develop a long-term career program for ONE staff personnel carefully articulated with the DD/I career planning policy.

1a. Action on this recommendation has been implemented per DD/I memorandum of 7 December 1962.

1b. The DD/I negotiate with DD/P the establishment of at least five slots--to be furnished by the DD/I--at major stations in critical areas of the world and staff these positions with DD/I officers assigned to render close substantive support to chiefs of station in the respective areas.

1b. The DD/I's position on this recommendation is not clearly indicated in his 7 December comments. The Inspector General did not intend that DD/I action await DD/P requests, but that the DD/I actively negotiate with the DD/P for these slots. Approval of this recommendation is held in abeyance pending further comment by the DD/I.

SUSPENSE DATE: 5 May 1963

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1c. ONE vacancies be announced in DD/P staffs and divisions and the DD/P regularly nominate qualified officers for each vacancy as possible candidates for staff service tours in ONE.

1c. Approve, as recommended, with the provisions that the DD/I secure DD/P's agreement to circulate notices throughout the DD/P and to nominate candidates.

2. The DD/I initiate necessary steps to authorize an increase of six professional positions in the ONE Estimates Staff to provide increased flexibility for the AD/NE to administer his personnel program.

2. Approve, with understanding that action is already under way.

3. The AD/NE adopt a policy of filling one of his staff positions with an officer from OSI serving on a rotational basis.

3. Approve.

4. The AD/NE divide his present Latin America-Africa Staff into separate staffs for the two regions and pursue as a staffing objective the maintenance of three or four estimator specialists in each of the new units.

4. Approve.

5. The DD/I with the Director of Personnel devise a system that will permit the promotion to super grade of selected estimators without changing their positions or responsibilities. This should be done with the utmost discretion and only in those cases where it is determined that it is in the best interests of the Agency.

5. The principle of this recommendation has already been carried out per DD/I memorandum of 7 December 1962.

6. The DD/I arrange with appropriate State and Defense officials the assignment of able ONE staff officers to their policy and planning staffs for specific tours of duty. Reciprocal arrangements should be encouraged.

6. Approve.

7. The DD/I insure that any of his employees with proper qualifications will be considered for any existing vacancy in his directorate. Care should be exercised to insure that no position, particularly those overseas, be identified with any one DD/I office.

7. Approve.

8. The policy of having a representative from each of the three military services on the Board be reconsidered.

8. Inasmuch as the DD/I's position on this recommendation was not clearly indicated in his 7 December memorandum, approval is held in abeyance pending further comment by the DD/I.

9. The AD/NE request the Director of Central Intelligence to ask the State Department for the services on the Board of National Estimates of a named individual of ambassadorial rank.

9. Approve, with understanding that DD/I will submit list of possible candidates for the Director's pursuit with the Secretary of State.

10. The AD/NE explore with the DD/I ways and means of enhancing the Board's role so that good men can be attracted and stimulated.

10. Approve, with understanding that the DD/I and the AD/NE develop specific proposals for enhancing the Board's role.

11a. The AD/NE terminate as a matter of regular practice the use of ONE consultants in panel consultations.

11b. The AD/NE pursue a policy of consultation with properly cleared individuals regarded by his staff and Board as capable of making constructive contributions to specific estimates particularly in the drafting phase.

11a. Action on this recommendation is held in abeyance pending decision from the DCI.

11b. Approve.

12. The AD/NE take steps to acquire a slot and recruit an Assistant Administrative Officer.

12. Action on this recommendation has been accomplished per DD/I memorandum of 7 December 1962.

13. The AD/NE request the DD/I to make the strongest possible representation to the DD/3 to make minimal adequate space available for the now badly overcrowded Estimates Staff.

13. Approve, with understanding that DD/I action has been completed and the matter now rests with the DD/3 and the DCI.

14. The AD/NE poll the intelligence community periodically to determine the continuing usefulness of the Cold War Survey.

14. Action on this recommendation has been resolved by the discontinuance of the Cold War Weekly Survey.

15. The AD/NE, in consultation with USIB representatives, establish firm guidelines delineating the conditions under which a post-mortem and/or validity study be prepared.

15. Approve.

16. The AD/NE take the initiative to invite the British JIC representative to visit ONE more frequently for general and substantive intelligence discussions.

16. Approve, as modified by AD/NE comments of 17 December 1964.

17. The DD/I transmit a personal copy of each estimate to selected Government officials to widen the readership and increase the influence of estimates among policy makers. Each copy should be accompanied by a personal letter from the DCI, DDCI, or DD/I requesting an evaluation and comments on its utility.

17. Approve, with understanding that DCI will send out the personal copies based on mailing list prepared by DD/I, and that where a particularly good estimate is finished the Executive Secretary of USIB will prepare the covering letter.

18. The AD/NE insure that ONE review and comment constructively on the ORR and OSI research programs on a regular basis.

18. Approve.

19. The AD/NE submit to the USIB via the DD/I a proposal for review of USIB committee coordinating and publishing procedures; that the review be performed by the Assistant to the DCI for Coordination.

19. Approve, as modified by DD/I comments of 17 December 1964.

20. The DD/I establish the policy of holding face-to-face discussions between appropriate estimators and U. S. policy making officials on the terms of reference of each forthcoming national intelligence estimate; that the notes of such discussions be appended to the present terms of reference for each forthcoming estimate.

20. Approve, with understanding that the DD/I go all out to arrange these discussions.

21. The DD/I on concert with the Assistant to the DCI for Coordination propose to the USIB a review of management aspects of the USIB estimating process for the purpose of recording agreed deficiencies in estimating performance, improving procedures, establishing standards of personnel selection and career management, and evaluating periodically the objectives and levels of research effort in the intelligence agencies.

21. Disapprove.

2. The DD/I will submit a report to the DDCI within 90 days from the date of this memorandum on the progress made in carrying out the approved recommendations.

Lyman B. Kirkpatrick  
Executive Director

O/DCI/ [ ] 1 Feb 63)

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